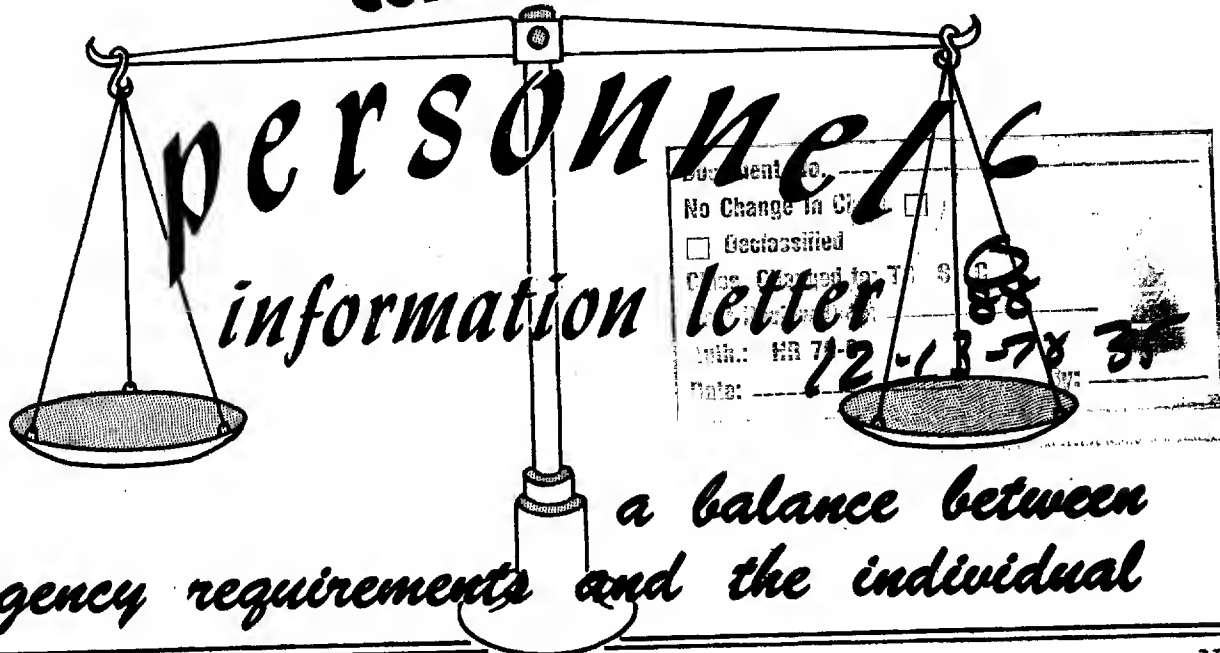


**CONFIDENTIAL**

*Personnel*



VOLUME I

JULY

NO. 3

## D/PERS EXPLAINS REASONS FOR OFFICE REORGANIZATION

Following is the text of an interview with Director of Personnel, Harrison G. Reynolds, regarding reasons for the recent reorganization of the Office of Personnel:

(Q) Mr. Reynolds, can you tell us the background of the current reorganization study of the Office of Personnel?

(A) Certainly, but let me first establish with you what I consider to be the basic ingredient of any good organization. It is competent Management Engineering. It is the Engineer who plans the building which will accomplish its assigned task. The building must be strong but not massive; it must be dignified but not gaudy; and above all it must be flexible enough to withstand the stresses and strains to which it will be subjected. Compare that concept to the part of the Agency's Management Staff--their role in our reorganization. We are most fortunate to have a thoroughly objective management analysis of our operations. Such an analysis is vital to sound planning, and provides the foundation on which we

## SEVEN DIVISIONS AND FOUR STAFFS NEW LOOK FOR O/P

The Office of Personnel presents a new face this month as a result of a recent office-wide reorganization. Newest organization chart of the Office shows a group of seven operating divisions and four support staffs under Director of Personnel, Harrison G. Reynolds.

Operating divisions are: Personnel Procurement (PPD), Personnel Assignment (PAD), Position Evaluation (PED), Contract Personnel (CPD), Insurance and Casualty (ICD), Records and Services (RSD), and Military Personnel (MPD). The four support staffs are: Plans, Mobilization, Selection, and Development.

Personnel's new organization represents FOR A GRAPHIC LOOK AT THE NEW PERSONNEL STRUCTURE SEE ORGANIZATION CHART ON PAGE 3.

the fruition of a study of the Office by the Agency's Management Staff between February

(Continued on Page 8, Col. 2)

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## PERSONNEL INFORMATION LETTER

Editor [REDACTED]

Assista [REDACTED]

Published Monthly by the Office of Personnel

## LETTERS TO THE EDITOR

Dear Editor:

The Personnel Information Letter is certainly a step in the right direction; however, it is lacking in several basic areas. Suggest you consider for future editions:

(1) Timeliness - Much of what appears in the News Letter is history, not news. To be effective it must be timely and based on sound principles of reporting.

(2) Style - Much too heavy and entirely too varied--should be considerably lighter and more thoroughly edited. The style could be immeasurably improved with the use of a theme or limited factual content in each edition.

(3) Reporting - The method of procuring personnel news should be formalized. Why not select individuals in the various Agency branches to report periodically on the areas in which they work?

(4) Layout - Not in line with good printing from the graphics viewpoint. Copy is "bunched" at the edges and the type is small. In addition, the order of presentation is such that the reader doesn't know if the latest and hottest dope is on the first or last page.

Best of luck with the News Letter--it's a fine idea. S.J.G.

EDITOR'S NOTE: To provide a more effective service, facilitate the production of news, and increase the value of its contents, the Personnel Information Letter has this month added two experienced journalists to its staff. Attempts are now being made to refine our editorial techniques. A theme has been incorporated into this edition and a formalized reporting system has been established.

## STAFF SUPPORT FUNCTIONS

CENTRALIZED UNDER [REDACTED] 1A9a

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Mr. [REDACTED] formerly Chief of the Career Service Staff, has been appointed to the newly created post of Deputy Director of Personnel for Planning and Development. In addition to his new duties, Mr. [REDACTED] continues to serve in the dual capacity of Executive Secretary of the CIA Career Council and Executive Director of the CIA Selection Board.

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On 1 July 1955 four staffs were set up under the jurisdiction of Mr. [REDACTED] to perform the planning and development functions for personnel management in the Agency. Under the recent reorganization of the Office of Personnel, the Career Service Staff ceased to exist and its functions were re-allocated to the new Selection and Development Staffs.

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Mr. [REDACTED] formerly in the Processing and Records Division is Chief of the new Selection Staff. This unit provides administrative support to the CIA Selection Board in the performance of its responsibilities for the selection of qualified members for the CIA Career Staff.

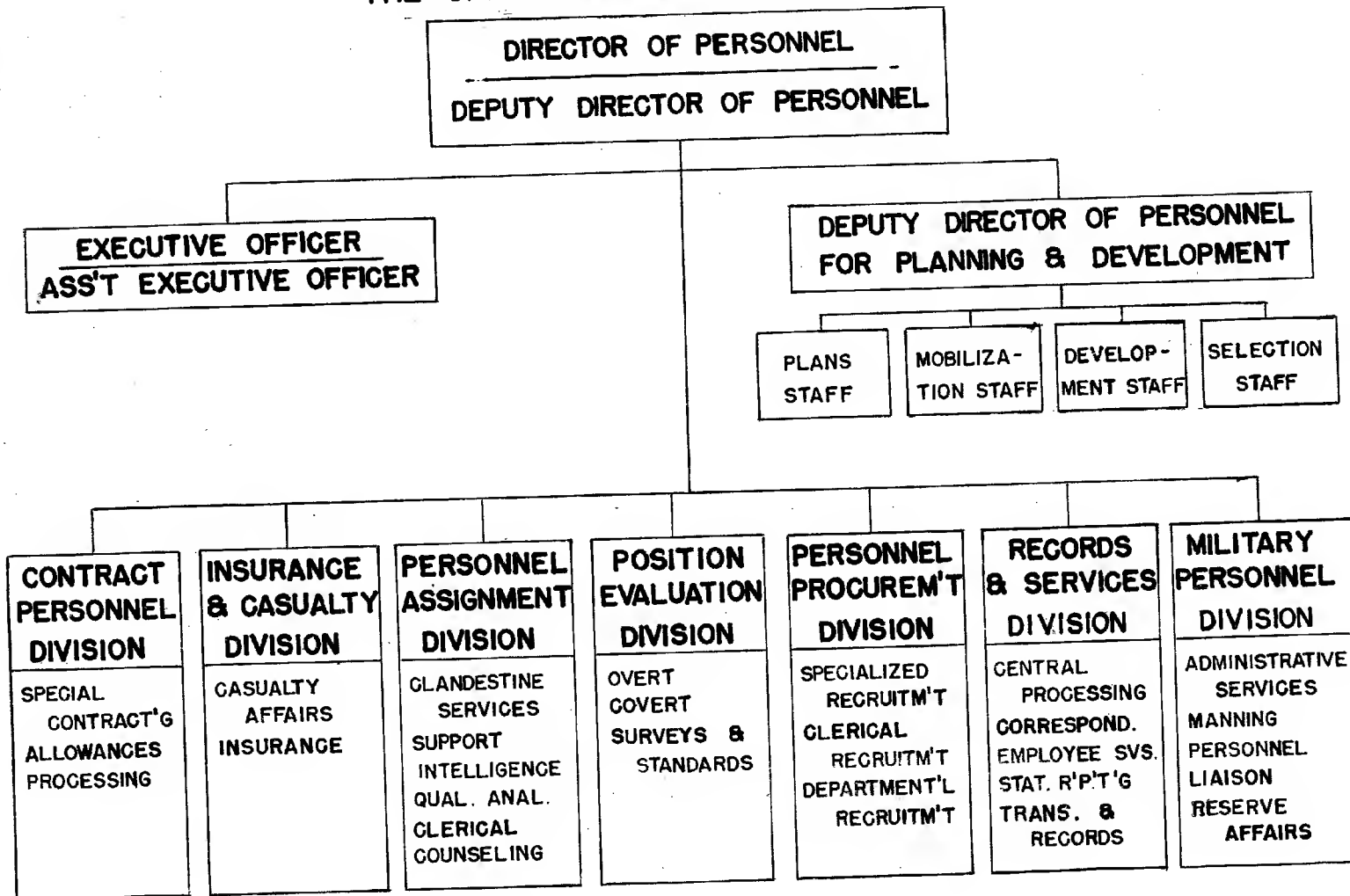
The Development Staff monitors the career planning function in the Agency, and serves as a focal point for interchange of information among the various Career Services in CIA. The administration of the Junior and Senior Career Development Programs of the Agency is now included in the career planning function of the Development Staff. These development programs are designed to provide systematic career development for employees who are identified as possessing the capacity and potential to profit by a period of training and rotational assignments. Mr. [REDACTED] will serve as acting chief of the Development Staff until a chief is appointed.

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SECRET

# THE OFFICE OF PERSONNEL - JULY 1955



Approved For Release 2001/07/12 : CIA-RDP78-04718A001700070006-2

SECRET

## PRD EXPANDS AND BECOMES RECORDS AND SERVICES

Records and Services Division (RSD) strengthened its position as the largest of the Office of Personnel divisions as a result of the recent office-wide reorganization. RSD, which was formerly the Processing and Records Division, kept its old organization intact but added two new components.

Moving to RSD are the Statistical Reporting Branch, formerly part of the Planning and Analysis Staff, and the Employee Services Branch of the Employee Services Division. Mr. [REDACTED] continues to supervise the Statistical Reporting function while Mr. [REDACTED] longtime headmaster of the IAS takes over as the new chief of Employee Services Branch.

According to Mr. [REDACTED] Services Branch will continue to cater to just about all employee needs. . . everything from orienting new EOD's to helping to fill out an income tax form. Services new location will be in rooms 174-184, Curie, and their phone will be 2144.

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A new addition to the Services staff is Mr. [REDACTED], formerly with the Position Control Section. Mr. [REDACTED] will work with Miss [REDACTED] in organizing the Agency recreation program and in servicing Agency bulletin boards.

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Replacing Mr. [REDACTED] and Deputy Chief of Records and Services Division is Mr. [REDACTED] recently with the Career Service Staff and formerly Personnel Officer of the Logistics Office. Mr. Joseph [REDACTED] continues as Division Chief.

## NEW LOCATION FOR D/PERS

Mr. Harrison G. Reynolds, Director of Personnel, and his staff have moved from 249 Curie to Wing 2-D Curie. His telephone extension remains the same, x731.

## A MESSAGE FROM YOUR BOND DRIVE CHAIRMAN

All CIA employees have now received a substantial pay raise. What better time to sign up for United States Savings Bonds? If you start now before you get into the habit of spending the extra cash, you will have as much money as you had last month plus that which you are saving. Contact your bond representative immediately, fill out the card, and watch your savings grow. For any information you desire on U. S. Savings Bonds call Mr. [REDACTED] x4333. 25X1A9a

STAFF SUPPORT . . . 25X1A9a  
(Continued from Page 2, Col. 2) 25X1A9a

The new Plans Staff combines the functions of planning, research and analysis in connection with personnel management in the Agency. Emphasis will be placed on the development of basic personnel management policies together with regulations and standards to implement such policies. Mr. [REDACTED] assumed his duties as Chief, Plans Staff, on 5 July. 25X1A9a 25X1A9a

The Mobilization Staff is concerned with long-range personnel requirements and mobilization planning for the Agency in the event of a national emergency. Emergency mobilization planning involves determining manpower requirements and the organization and occupational composition of Agency components in wartime. The end product of such determinations will form the basis for the development of wartime Tables of Organization and plans for "who goes where" in an emergency situation. Plans are now being made for Agency civilian reserve units as well as a joint CIA Military Reserve [REDACTED] is the Chief of the Mobilization Staff. 25X1A9a 25X1A9a

ITEM: 109 PE Career Designees to date have received notification of Membership in the Career Staff.

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██████████ BACK TO PPD AFTER  
FIVE YEARS ABSENCE

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A five year cycle was completed this month when Mr. ██████████ was named as Chief, Personnel Procurement Division. Mr. ██████████, one of the original chiefs of the Agency's personnel procurement function, headed PPD in 1950-51 before going on to other assignments. Mr. ██████████ had this to say regarding his new assignment: "The name's the same but there aren't many familiar faces left in PPD after five years. And as for the recruitment obstacles, they appear to be as tough as the ones we encountered during the expansion days in '50 and '51. The demand for clerical help has never been met and on the specialized side, new requirements make never-ending demands on us.

"The Management Staff has recommended staffing the Division with a force that can offset the clerical and professional attrition. In making recommendations, consideration had to be given to our digestive processes. It takes 9-18 months to get a recruiter trained for peak production and when you add 3-12 months for security and other processing in the case of applicants, you can readily see that our lead time planning is for 1956 and 1957."

#### OFFICE REORGANIZATION . . .

(Continued from Page 1, Col. 1)

may build our activities. The first phase of the survey is about completed.

(Q) You speak of "first." How many other phases are there?

(A) Only one more. The second phase will be a review of some, not all, of our work procedures. Perhaps there is a more efficient way to do some of our tasks. If so, I want to know.

(Q) Cannot all of us assist in the second phase?

(A) Absolutely! The second phase is always with us. It is up to each of us to con-

#### PAD REALIGNS FOR NEW MISSION

To increase the professional and administrative support to Career Service elements throughout the Agency, the Personnel Assignment Division (former Placement & Utilization Division) has realigned its forces to provide both staff guidance and direct assistance in the day-to-day operation of the career program.

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To implement this new program three division deputies have been assigned to support the Clandestine Services, Intelligence, and Support areas, respectively. Desks are being vacated in Curie Hall as the Career Support Officers take their facilities into the operating divisions. "In order to do an effective job," said Mr. ██████████, Chief/PAD, "our officers must be close to the scene of action with enough authority and professional know-how to meet needs as they arise."

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Plans are going into action for smooth rotation of personnel from Field to Headquarters. Emphasis on the Field Reassignment Questionnaire, a newly devised returnee roster, and closer working relations with operating officials are a direct response to career service obligations.

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The Counseling Branch, recently moved from the now extinct Employee Services Division, is now merged with PAD. Its job, as Mr. ██████████ sees it, is "to assist Agency people in the solution of special problems by working with employees and supervisors and utilizing the facilities of all Agency components."

tinuously look at each task we perform and ask these questions:-

1. What makes it necessary?
2. Does it needlessly duplicate some other task?
3. Is there a better way to do it?

S-E-C-R-E-T

## BOOK NOOK -- IS PERSONNEL MANAGEMENT BANKRUPT?

"Is Personnel Management Bankrupt?" is the title of Chapter 21 of a new and challenging book, "The Practice of Management" by Peter F. Drucker, a New York University professor.

Drucker answers his own question by stating that while not bankrupt Personnel Management is most certainly sterile. He contends that the practice of Personnel Management has atrophied since the late 1920's and has failed to keep pace with new concepts developed in other areas of management. Drucker distinguishes three approaches to Personnel Management--Human Relations, Scientific Management, and what he terms Personnel Administration. It is at the latter that he levels his most searing fire.

"Personnel Administration is largely a collection of incidental techniques without too much internal cohesion," he says. "It has three basic misconceptions. . . first, it assumes that people do not want to work; secondly, it looks upon the management of the worker as the job of a specialist rather than as part of the (general) manager's job; and finally it tends to be concerned with 'fire fighting' and to see 'personnel' as concerned with 'problems' and 'headaches'.

"The things that it (Personnel Management) is responsible for," Drucker continued, "are a hodgepodge and I doubt that they should be put together in one department. They are neither one function by knowledge of skills required to carry out the activities nor are they one function by being linked together in the work process. Putting a great many of these activities together does not produce a major function entitled to representation in top management or requiring the services of a top executive."

(Continued on next page) Approved For Release 2001/07/12 : CIA-RDP78-04718A001700070006-2

## TRAINING OPENS LIT PROGRAM FOR AGENCY AUTHORS

For the benefit of Agency employees who have had ideas on operating and procedural aspects of intelligence work, the Office of Training is sponsoring an Agency-wide "Literature Program," the object of which is to produce an intra-Agency hard-back publication, composed of articles submitted by Agency employees.

The range of subject matter is wide and must be restricted only to substantive intelligence information. Articles concerned with intelligence principles and methods, personnel problems in the intelligence field, the Career Service program, and others of this variety would be most suitable. It is hoped that in this way a fund of information on the "intelligence business" can be developed, based on the experience gained by people who have made it their career.

Another important feature is that each contribution is to be signed by the author, and for those in the professional field, whose extra-Agency publishing rights are restricted by security considerations, this Literature Program offers an outlet.

The first issue is scheduled for August. Frequency of publication will depend upon the volume of suitable contributions. Contact Mr. [REDACTED] 2204 Alcott Hall, x2428, for further information. 25X1A9a

Drucker is not as specific in his recommended cures for the ills of Personnel Management as he is in defining them. He implies that better results could be obtained by decentralizing most of the personnel functions to the lowest possible operating level.

EDITOR'S NOTE: How about it? As practitioners of Personnel Management can we refute Drucker's contentions? Or must we recognize them as valid? Are we guilty of the sins he ascribes to Personnel Management in general? Let us hear from you.

S-E-C-R-E-T

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# **TAKES OVER AS CHIEF POSITION EVALUATION**

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Mr. [REDACTED] joined the ranks of Office of Personnel Division Chiefs this month when he took over as head of the newly established Position Evaluation Division. Position Evaluation (PED) is the successor to the old Classification and Wage Division which Mr. [REDACTED] has been associated with for a number of years.

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PED continues CWD's mission of organizing and supervising the Agency's wage administration program, evaluating and classifying all new jobs, reviewing the classification of old jobs, compiling information on the duties and responsibilities of all individuals in the Agency, and developing Agency Job Standards.

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[REDACTED]

25X1A9a [REDACTED] NEW CPD HEAD  
25X1A9a

Mr. [REDACTED] former Chief of Placement Utilization Division, has replaced Mr. [REDACTED] as Chief of the newly designated Contract Personnel Division. The functions of this office remain generally the same with CPD being responsible for:

(1) Drawing and executing personal service contracts as requested by various headquarters elements and for reviewing contracts drawn and executed in the field. (Authority for drawing and executing contracts in overseas areas is delegated to Chiefs of Station);

(2) Supplying advice and guidance to those persons concerned with the development and execution of contracts;

(3) The administration of CIA's overseas allowances program;

(Continued on Page 8, Col. 1)

# **NEW DIVISION CREATED FOR INSURANCE AND CASUALTY AFFAIRS**

A clear cut need for speeding up the handling of mushrooming insurance and claims activities was officially recognized when the T/O of the new Insurance and Casualty Division was approved early this month. ICD's was the first T/O to be approved after announcement of reorganization plans for the Office of Personnel. Mr. [REDACTED] Deputy Division Chief, had this to say in regard to the insurance program: "We now have the additional people and machines to provide our policy holders with such long needed items as: Membership Cards listing name and coverage; Certificates of Master Policy on Mutual Group Hospitalization; Master Policy Contracts, the latter to be placed in administrative offices throughout the Agency for reference purposes. We also have machines on order which will handle all insurance receipts on a volume basis."

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[REDACTED]

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The Insurance Branch compares in most respects to a commercial insurance company. It provides through secure channels seven forms of insurance to eligible Agency employees, including WAEPA, GHI (Blue Cross and Blue Shield), Mutual of Omaha Hospitalization Plan, United Benefit Group Life Insurance, Air Flight Insurance, Polio and eight Dread Diseases, and Mutual of Omaha Special Income Replacement Program offered to Preferred Risks Only.

The Casualty Affairs Branch provides all of the services normally found in a casualty branch of the military and, in addition,

(Continued on Page 8, Col. 1)



~~CONFIDENTIAL~~

TO ASSUME DEPUTY DUTIES  
IN EARLY SEPTEMBER

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Mr. [REDACTED] will take up his new duties as Deputy Director of Personnel the early part of September. He replaces Mr. [REDACTED] who transferred to the Post Office Department last March. Mr. [REDACTED] brings to the Office of Personnel twelve years of intelligence experience beginning with the Office of Strategic Services and continuing with the Strategic Services Unit, War Department, the Central Intelligence Group and CIA. All of his previous assignments have been in the budget, fiscal and finance field. He has had extensive overseas experience, his last assignment being that of Finance Operations Officer in a large overseas headquarters.

INSURANCE AND CASUALTY AFFAIRS...  
(Continued from Page 7, Col. 2)

actively processes claims for benefits arising out of casualty and similar situations. This includes: (1) personal affairs services--the contacting of next-of-kin and assisting them in resolving various problems arising out of casualty cases; (2) advice and guidance to Agency administrative officers, both stateside and overseas, in such matters as transportation of personal effects in the event of death of an employee; (3) advice and assistance to employees in cases where they are entitled to such benefits as workman's compensation, Civil Service retirement, social security, and Federal Employees Group Life Insurance claims; (4) evacuation of sick and injured employees; and (5) assistance to the Director of Personnel in the handling of "missing persons" cases.

NEW CPD HEAD...(Cont'd fr Pg. 7, Col. 1)

(4) Giving to Staff Agents generally the same personnel support as that given to Staff Employees by O/P.

Mr. [REDACTED] as Chief, CPD, acts also as the Agency's Special Contracting Officer.

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NAVY MOB DESIGNEES ELIGIBLE  
FOR PAID ACTIVE DUTY

Officers with Navy mobilization assignments to CIA are now considered eligible for active duty training with pay. The Navy's view, as expressed by the Assistant Secretary of the Navy, is that to receive training pay there should be assurance that personnel will be available for active duty with CIA in the event of mobilization. For further information contact Captain [REDACTED] extension 8582.

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NEW LOOK FOR O/P....

(Continued from Page 1, Col. 2)

and May of this year. Management plans a second look at the Office later in the year to see how the new organization is working out in practice. Recommendations as to additional staffing or procedural changes may be forthcoming at that time.

One of the major changes from the Personnel organization which endured from September 1953 was the abolition of the Employee Services Division. Functions of this Division were divided between the new Insurance and Casualty Division and the Personnel Assignment and Records and Services Divisions. (Details in stories elsewhere in this issue.)

A second new feature of the Office organization picture is the establishment of the four support staffs, under Mr. [REDACTED]. These staffs, in general, absorb the work of the old Planning and Analysis and Career Service Staffs.

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Other changes include the designation of Miss [REDACTED] former Chief of the Plans Branch as Assistant Executive Officer, and Mr. [REDACTED] former Classification Chief, as Special Projects Officer.

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**WARNING:** Because of the organizational information contained in it, this issue of the Personnel Information Letter is classified S-E-C-R-E-T. Please treat it accordingly.

~~CONFIDENTIAL~~

S-E-C-R-E-T